

Implementing high impact and inclusive economic development solutions for Connecticut.



SWOT Analysis Results

Economic Development in Old Lyme

Prepared for Town of Old Lyme

Prepared by AdvanceCT

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AdvanceCT is a nonprofit organization that works to engage, retain and recruit businesses and advance overall economic competitiveness in Connecticut.

In collaboration with the Connecticut Department of Economic and Community Development (DECD), AdvanceCT strives to build a place where business, government, higher education, and nonprofits come together to implement high impact and inclusive economic development solutions for the state.

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SWOT Analysis Background and Methodology

The Town of Old Lyme hired AdvanceCT in 2019 to assist in informing the creation of an economic development strategy. This project included a community survey focused on the community's perceptions and desires for current and future economic development, a feasibility study highlighting areas for economic growth, and a SWOT analysis designed to collect detailed information on the strengths, weaknesses, opportunities, and threats of growing Old Lyme's local economy. This report focuses on the findings of the SWOT analysis.

SWOT stands for strengths, weaknesses, opportunities, and threats. It is a tool used to determine any factors that influence decision-making related to a specific activity or organization, as perceived by a group of critical stakeholders. In the case of Old Lyme, the Board of Selectmen and Economic Development Commission were interested in utilizing the results of the SWOT to provide direction for development and business recruitment efforts in key areas of town.

The SWOT analysis was completed through two workshops, with hundreds invited and participants representing a cross-section of business, social, and civic organizations of varying sizes and missions. The workshops were conducted on Wednesday, August 14th, 2019 at 6:00pm (Workshop 1) and on Saturday, September 21st, 2019 at 9:00am (Workshop 2). Approximately 30 residents and business owners attended Workshop 1, and approximately 25 residents and business owners attended Workshop 2. At each event, the attendees were split into two groups, allowing for full participation. As such, four sets of results were collected across both workshops, offering many similarities and some differences between them. Both events were facilitated by AdvanceCT staff with the assistance of members of the Economic Development Commission.

The questions asked were as follows:

- What are Old Lyme's greatest strengths?
- What are Old Lyme's greatest weaknesses?
- What are Old Lyme's greatest opportunities for growth?
- What are Old Lyme's greatest threats to growth?

Each of the two sub-groups was given 15 minutes per question to discuss ideas and opinions, and one representative from each was selected to report back to the full group on the top ten concepts to come from the discussion at the end of that time. Once all four questions were discussed, AdvanceCT staff synthesized the results from the two sub-groups into one condensed list for each question. At that time, each attendee voted for an idea related to each question that he/she felt most strongly about, plus two additional "wild card" votes. Based on the results of the vote, AdvanceCT determined the most significant ideas and opinions related to each question. Then, the results from the two workshops were combined to give the broadest view of Old Lyme's strengths, weaknesses, opportunities, and threats. The discussion in this report is focused on the synthesized results of the two workshops.

SWOT Analysis Results

The key themes from the results of the two SWOT workshops are as follows in no particular order. The full dataset collected from both workshops can be found in the Appendix.

S(strengths)	W(eaknesses)	O(pportunities)	T(hreats)
Town's fiscal stability	Lack of diversity in housing and residents	Improvement and/or development of high-potential areas (Halls Road, Hartford Avenue, 156, Soundview)	State economic and political challenges
School system	Lack of pedestrian and outdoor recreation infrastructure	Plan for increasing housing diversity	Economic growth in nearby towns
Community character	Lack of plan for development of high-potential areas	Investment in pedestrian infrastructure, public spaces, and outdoor recreation	Climate change
Natural resources			Perceived resistance to change

Strengths:

- Town's fiscal stability
- School system
- Community character
- Natural resources

Weaknesses:

- Lack of diversity in housing and residents
- Lack of pedestrian and outdoor recreation infrastructure
- Lack of plan for development of high-potential areas

Opportunities:

- Improvement and/or development of high-potential areas (Halls Road, Hartford Avenue, 156, Soundview)
- Plan for increasing housing diversity
- Investment in pedestrian infrastructure, public spaces, and outdoor recreation

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Threats:

- State economic and political challenges
- Economic growth in nearby towns
- Climate change
- Perceived resistance to change

Old Lyme's brand:

- Arts and culture
- Family-friendly with good schools
- Natural coastal beauty
- Picturesque, rural character
- Affluent second-home community
- Low taxes
- Outdoor activities

Discussion of SWOT Analysis Results

Based on the results of the SWOT analysis, it appears that Old Lyme has a strong foundation to support further economic development but needs to determine a strategy for attracting the desired types of development to certain prime locations in town.

The results of the strengths section demonstrate the community's appreciation value in a high quality of life, which is appealing to many small business owners. Fiscal stability, in particular, is a significant incentive for businesses to locate in Old Lyme because mill rate predictability means that businesses will generally have a better handle on their expenses. Community character and natural resources, in addition to being key components of a good quality of life, can also play into economic development through tourism. Old Lyme already has strong tourism and has many second homes for people living out of state, and additional promotion of these assets could potentially be a source for additional growth.

The weaknesses section focused largely on the fact that efforts to grow the community have not been as strong as they could be. Participants were concerned with the lack of development in key areas, the lack of diverse housing options, and the lack of pedestrian infrastructure. These three weaknesses are very interconnected, meaning that the Town would likely have to address all three simultaneously to ensure successful and sustainable growth of the community. Without new residents coming into the community, many new commercial ventures could likely not be sustained. Without more commercial ventures in the community, new residents would likely go to other communities where goods and services are more easily accessible. The pedestrian and outdoor infrastructure also tie in to making the community more attractive to new residents.

While the above items were discussed weaknesses during the SWOT events, they were also discussed as opportunities. The responses for these two sections mirrored each other very closely, with a plan for development of high-potential areas of town, a plan for increasing housing diversity, and investment and improvement in pedestrian and outdoor infrastructure and public spaces being the opportunities to come from these discussions. This is a very consistent message about the desires of the SWOT workshop attendees on their hopes for the Town of Old Lyme.

Threats discussed as part of the analysis demonstrated concerns globally, statewide, regionally, and locally. Some are within the control of the Town, while the Town only plays a small part in others. Globally, climate change was a concern for SWOT attendees, as Old Lyme is a coastal community that prides itself on its pristine shoreline. At the state level, the economic and political challenges associated with Connecticut were a stated threat, as this may have an impact on business confidence overall. Regionally, the economic growth occurring in neighboring towns represented a threat to participants. These dynamic economies may be more attractive to certain populations or businesses that Old Lyme would like to attract. Finally, at the local level, participants felt there is a perceived resistance to change within the community. Based on the results of this SWOT, there is a desire for growth within the community, so changing the perception that growth is not wanted is very important. This can be done by streamlining the land use regulatory process, amending regulations that create challenges for incoming businesses and developers, and simply developing a vocal group of citizens within the community who are willing to support desirable development projects.

The results of the SWOT analysis demonstrate a desire for growth in Old Lyme in ways that enhance the character of the community by promoting public spaces and walkability, encouraging new residents to locate to town, and seeing improvement of high-potential areas of development. The Town should consider creating a strategy for a dynamic path forward.

Appendix

Old Lyme – SWOT Event – August 14, 2019

OPPORTUNITIES

Group #1

* = Top Ten

- Streamline Permitting Processes
- Tax relief for seniors
- Services for the Elderly
- Master Plan for Halls Road*
- Hartford Avenue improvements*
- Growth of Town transit
- Plan for sea level rise*
- CT River frontage potential*
- Future of Lyme Academy property*
- Ground water protection*
- Rte. 156 corridor south of I-95 planning – Weekday businesses*
- Growth and focus on Arts organizations*
- Realistic Town option plan
- Lack of large negatives
- Proactive Affordable Housing plan*
- Elderly Housing development – Essex Meadows*
- Central Housing mix growth*

Old Lyme – SWOT Event – August 14, 2019

OPPORTUNITIES

Group #2

* = Top Ten

- Comprehensive Health Care Center
- Increased focus on Cultural tourism*
- Capacity of our schools, currently*
- Development*
 - Halls Road
 - Soundview
- Additional Housing*
 - New and Different and Affordable
- More development off 4 mile Road and Rte 156
- Attract and welcome others with humanitarian focus
- Expansion of Senior Center*
 - 5 years from 500 to 1100 members
- Attract new residents*
- Make town more connected by foot, bike, etc.*
- Improve tourism base through AirBnb and VRBO
- Take more advantage of our waterways
- Take advantage of green spaces – open space – developable land to meet our goals*
- Regionalization for efficiency*
- Art walks
- Save Lyme Academy*
- Create a mecca to meet your neighbors

Old Lyme – SWOT Event – August 14, 2019**OPPORTUNITIES**

- Delivering Halls Road Action Plan (16)
- Make Community/Town more connected (12)
 - Walking/Biking
- Proactive Affordable/Workforce Housing Plan (8)
 - Senior Housing
 - Mixed Use Housing
- Attract new residents (7)
- Hartford Avenue/156 Improvements and Development (3)
- Future of Lyme Academy property (3)
 - Growth/Focus on Arts organizations
- Expansion of Senior Center (2)
- Addressing blight within our community (1)
- Greenspace/Open Space (0)
 - Better Utilization/Marketing
- Regionalization for efficiency (0)
- Better school capacity utilization (0)
- Increased utilization of Connecticut River Frontage (0)

Old Lyme – SWOT Event – September 21, 2019

OPPORTUNITIES

Group #1

* = Top Ten

- Phoebe is renovating – 2020 summer
- Need to diversify housing*
- Affordable Housing Plan*
 - Proactive in setting zones
- Economic Development Plan*
- Grants – pursue help
- Support young/old – All life cycle*
- Lyme – Old Lyme High School marketing
- Route 156 – How to help businesses*
 - Weekday businesses
- Lyme Academy of Fine Arts needs help*
- Build (economy) – Tourism*
 - Other draws
 - Rivers/Paddling
 - Halls Road
 - Pocket Parks
- Off season tourism
 - Florence Griswold – Wee Faerie Village
 - High Hopes – Big Barn Bash
- Primarily Summer
- Town Events
- Mid-Summer Festival – could be bigger (Florence Griswold)
- Hotels?

Old Lyme – SWOT Event – September 21, 2019

OPPORTUNITIES

Group #2

* = Top Ten

- Future of Halls Road/Hartford Avenue*
 - Development and Planning
- Embracing outdoor activities*
 - Pedestrian/bikes/water
- Underutilized Exit 71 area – Industrial Park
- Diverse Housing*
- Public gathering space*
- Market access to business/communication about what is here*
 - Stronger Chamber of Commerce – focus on business
- Tourism
- Highlight more assets*
 - Arts/birding/beaches
- Connect old and young
- Expansion of EB and Wind Industry*
 - Join supply chain
- Changing stigma of Soundview/rebranding*
- Using beach areas year-round and tourism resources*
- Developing Route 156
- Retaining local and tourism dollars in Town*
- Retaining staff year-round
- Expanding local businesses*

Old Lyme – SWOT Event – September 21, 2019
OPPORTUNITIES

- Develop Halls Road/Hartford Avenue (9)
- Change Soundview stigma (8)
- Support for outdoor recreation (3)
- Diversify housing stock (3)
- Create public gathering space (3)
- “Phoebe’s Renovations” (3)
- Grow Chamber of Commerce (2)
- Boost marketing efforts (1)
- Create plans for Housing and Economic Development (1)
- Retain tourism dollars in Town (1)
- More visitor lodging (1)
- Growing off-season tourism (0)
- More Town events (0)
- Grow mid-summer fest (0)
- Better advertising for seasonal employment opportunities (0)
- Connect young and old residents (0)
- Join wind industry/Electric Boat supply chains (0)
- Develop Rt 156 and support existing businesses (0)
- Grow local businesses (0)
- Develop Exit 71 area (0)
- Pursue more grants (0)
- Support for all stages in life cycle (0)
- Support Lyme Academy of Fine Arts (0)

Old Lyme – SWOT Event – August 14, 2019

STRENGTHS

Group #1

* = Top Ten

- Location/Access to I-95/Proximity to major cities*
- Small historic character
- Excellent schools*
- Culture/Art/History present in Town
- Green Space – 1000+ acers in Town*
- Rural character*
- Easy access to I-95
- Wealth
- Water access – Coastal community*
- Rivers/Streams
- Recreational opportunities
- Generosity/Engagement
- Volunteer ethic*
- Low crime*
- Low mill rate
- Fiscal stability*
- Community engagement*
- Faith options/Diversity of religious organizations
- Proximity to Boston/New York, Hartford/New Haven, etc. Travel Options
- Highly educated population
- Community events
- Industry/Office population
- Historic nature – buildings/houses

Old Lyme – SWOT Event – August 14, 2019

STRENGTHS

Group #2

* = Top Ten

- Schools – Pre-K*
- Physical beauty
- Location between Boston and New York*
- Great community service organizations
- Civic Mindedness
- Substantial economic and intellectual resources
- Bordered by CT River and LI Sound*
- Welcoming to all
- Easy access to I-95*
- Outdoor opportunities*
- Hiking trails/land conversation trusts/ Playgrounds
- Strong sense of volunteerism/Philanthropic*
- Rogers Lake – crew facility
- Sense of low-key traditions/events/places
- Little River/Black Hall
- Respect for entrepreneurship
- Arts*
 - Museums Live Music – many outlets
 - Education Sculpture Garden
 - Artists Home of American Impressionism
 - Galleries Excellent jazz club
- Good Government
- Wealth of history*
- Potential
- Spiritual leaders/cooperation
- Low tax rates/little town debt/financial strength*
- Proximity to elite educational institutions
- Good relationships with Towns like us/near us
- Peaceful – safe community*
- Tradition/Architecture

Old Lyme – SWOT Event – August 14, 2019**STRENGTHS**

- Quality School system (17)
- Culture/Arts (17)
- Financial Stability/Mill Rate (6)
- Rural Character (4)
- Coastal Community/Access (3)
- Towns geographic location (1)
 - CT River – LI Sound – I-95
- Green Space/Outdoor Activities (1)
- Volunteerism/Philanthropic (1)
- Wealth of History (1)
- Low crime rates/Safety (0)
- Community engagement (0)

Old Lyme – SWOT Event – September 21, 2019

STRENGTHS

Group #1

Top Ten – Below

- Accessible – 95 corridor, trains
- Great library
- Strong historical
- Mostly private/Small, locally owned, businesses
- Attractive mill rate
- Location/Recreational/Sports/Outdoors
- Local services – Grocery, Gas, Medical Specialist
- Residents highly engaged – Sense of place
- Destination- Arts, Institutions, Nature
- Abundance of properties – Areas for “Future Development”
- Half way between New York and Boston
- Lower (Flexibility) Development Pressure
- High rate of stewardship
 - Conservation
 - Open Space
 - Historic
- Beaches
- Location
- Looks pretty
- Well Educated
- Affluent
- Good Schools
- Education mindset
- Arts – Institutions and Artists
- Open Space – Preserves
- Not a city atmosphere
- Rural

Top Ten

- Location
 - Physical Beauty
- People
 - Passion
 - Identify with area
 - Stewardship
 - Commitment to services
- Schools/Education
- Arts and History
 - Institutions
 - Artists
- Natural Resources
 - River, Open Space, Terrain
- Tourism
- Seasonal Residents/Influx
 - Economic Contribution

Old Lyme – SWOT Event – September 21, 2019

STRENGTHS

Group #2

* = Top Ten

- Participatory Citizens*
- Arts*
- Natural Resources*
 - Outdoor Beauty – Beaches, Hiking
 - Conserved Land/Open Space
- School System*
- Abundant small businesses – Sole Proprietors*
- Tourism destination – “One of the last great places”*
- Historic Assets*
- Boston – New York Proximity and Train/I-95 Access*
- Low Mill Rate but good services
- Financial security of Town
- Highly educated population
- Cultural resources
- Less intrusive commercial*
- Town Character*

Old Lyme – SWOT Event – September 21, 2019**STRENGTHS**

- Natural Resources (7)
- School System (4)
- Location (3)
- Historic Character (2)
- Town fiscal stability (2)
- Arts and Culture (1)
- Educated population (1)
- Tourism Opportunities (0)
- Small Town charm (0)
- Engaged Community (0)
- High quality services (0)
- Opportunities for additional development (0)
- Small independent businesses (0)
- Many goods and services available locally (0)

Old Lyme – SWOT Event – August 14, 2019

THREATS

Group #1

* = Top Ten

- Growth/Housing/Commercial in neighboring Towns*
- Retail climate changes
- Aging population*
- State of Connecticut – 41% of tax base planning on leaving*
- Millstone
- Rising sea levels*
- Loss of students
- Population loss*
- Forced Regionalization – Loss of educational quality and Town unity*
- Continued devalued real estate
- Cost of economic growth
- I-95 expansion/Amtrak plan*
- Over politicizing of local issues – General polarization*
- Negative perception/diversity*
- Fire and EMS volunteer population dwindling – services/emergency, etc.*
- Loss of existing businesses – including critical, like Big Y*

Old Lyme – SWOT Event – August 14, 2019

THREATS

Group #2

* = Top Ten

- Global Warming*
- Resistance to change compared to other Towns*
- Hartford government/Legislation*
 - Regionalization
- Loss of population
- On-Line Businesses – Retailers – Big box stores
- Population decline*
 - Youth
 - Older Folks
- Recession
- Train
- Perception of negative business climate
- Perception of unwelcoming to minorities*
- Perception of not business friendly*
- Lack of jobs – rising unemployment (e.g. Pfizer)*
- Where do our volunteer firefighters, EMT's, etc. come from
- Economically challenged people have difficulty living here
- Shoreline properties and others are vulnerable to rising waters (global warming)
- Willingness to change
- Aggressive economic growth in East Lyme and Old Saybrook*
- Challenge of seasonal residents*
- Expansion of I-95 and Amtrak

Old Lyme – SWOT Event – August 14, 2019**THREATS**

- Perceived resistance to change (14)
- State of Connecticut – Hartford (9)
 - Tax base leaving
- State population exodus (9)
- Planning for Environmental Changes (6)
 - Impacts of sea rising/global warming
- Lack of jobs/economic growth (6)
- Challenges of seasonal residency (5)
 - Expansion of I-95
 - Expansion of Amtrak
- Aging population (2)
- Threat of losing existing businesses (1)
- Perception of unwelcoming to minorities (1)
- Ground water protection (1)
- Fire/EMS volunteer population dwindling (1)
- Over politicizing of local issues (1)
 - General polarization
 - Perception Old Lyme not business friendly (0)
- Old Saybrook/East Lyme growth while Old Lyme lack of growth (0)

Old Lyme – SWOT Event – September 21, 2019

THREATS

Group #1

* = Top Ten

- Climate change/Sea level rise
- State economic condition*
 - No/low jobs
 - Have to bring it with you
 - Tolls?/Traffic patterns
- Young people prefer cities
- Lack of labor force for local businesses*
- Other Main Streets are more enticing
 - Niantic
 - Chester
 - Old Saybrook
 - Have brew pubs already
- Demographics – 7500 people, need more*
- Direction/Public will*
- Lack of public access to beach*
- Passport to the Parks – Free
 - We don't have destination State Park
- Connectivity of hiking spaces*
 - See what East Lyme groups are doing
 - Aging Old Lyme Land Trust members
- Old Lyme not perceived as business friendly (and off-putting)
- Resistant to change*
 - Fear – we will grow too much – or starve slowly

Old Lyme – SWOT Event – September 21, 2019

THREATS

Group #2

* = Top Ten

- Expansion of nearby Towns and commercial districts and housing (diverse)*
- Decline in Old Lyme population/loss of population*
- State government*
- Antiquated government system*
- Aging-out philanthropic support*
- Dormant threat of high-speed rail
- I-95 expansion
- Climate change – erosion/sea level/wind/storms*
- Privatization of public spaces
- Dependency on seasonal visitors (weather dependent)*
- Other Towns being pro-active
- Losing major retail/jobs in region*
- Partisan politics
- Continued misconception of Soundview
- Elitist feel
- Fear of change – doing nothing by leadership and public*
- Other Towns easier to get through development process*
 - Building to opening business

Old Lyme – SWOT Event – September 21, 2019**THREATS**

- Expansion of Business and Housing in Nearby Towns (5)
- Climate Change (3)
- Difficult Land Use Regulatory Process (2)
- Lack of Public Beach Access (2)
- State economic climate (2)
- Dependency on seasonal visitors (2)
- Young adults prefer cities (1)
 - Elitist Feel (1)
- State Government (1)
- Privatization of public spaces (1)
- Big businesses closing (1)
- Partisan politics (1)
- Misconception of Soundview (1)
- No destination State Parks (0)
- Lack of connectivity to hiking spaces (0)
- Small labor force (0)
- Other Main Streets are more engaging (They have Brew Pubs) (0)
- Population decline (0)
- Local Government structure (0)
- Aging-out Philanthropic support (0)
- Town's "Not Business-Friendly" reputation (0)
- Dormant threat of high-speed rail (0)
- I-95 expansion (0)
- Resistance to change (0)

Old Lyme – SWOT Event – August 14, 2019

WEAKNESSES

Group #1

* = Top Ten

- Water resources/ Septic disposal*
- Young people want to leave/Aging population*
- Costly housing yet decreased real estate values
- Restrictive zoning
- Blighted areas*
- Reliance on autos*
- Lack of public transportation
- No Town Square
- Opportunities for young adults to keep them and amuse them
- Lack of affordable housing
- Over reliance on tax revenue from residential properties
- Lack of diversity*
- Condition/Instability of the State*
- I-95 Traffic*
- Lack of diverse housing options (too costly)*
- Climate change vulnerability*
- LACFA uncertainty
- Aging population*
- Lack of industry/taxes
- Retail uncertainty
- Unappealing Commercial area*

Old Lyme – SWOT Event – August 14, 2019**WEAKNESSES****Group #2**

* = Top Ten

- Lack of comprehensive health care center
- Limited training in trades
- Little diversity – racial, ethnic and economic*
- Subject to flaws of State Government – uncertainty of laws and regulations
- Limited housing*
 - Elders
 - Young/New Adults
- Limited public transportation*
- Not walkable
- Neighborhoods are disconnected, more than geographic
- Limited employment opportunities*
- Limited shopping/retail*
- Limited eateries – wider array of choices
- Unknown future of I-95 development and traffic impact
- Restrictive zoning*
- Reliance on State for police services
- Limited office space for smaller businesses
- Safe access for students from Lyme Street to Halls Road*
- Limited entertainment venues for all ages, especially youth.
- Lack of Town Green/Center*
- No indoor swimming pool
- Decreased student enrollment
- Aging population and support*
- Blight
- Uncertainty of Lyme Academy
- Few people under 30 in this forum and in Town

Old Lyme – SWOT Event – August 14, 2019**WEAKNESSES**

- Lack of diverse housing options (20)
 - Senior – Workforce housing
- State of Connecticut Economic Instability (8)
- Blight areas on Old Lyme (5)
- Lack of people diversity (4)
 - Racial – Economic – Ethnic
- Lack of Town Green/Center to congregate (3)
- Lack of safe Walking/Riding paths (2)
 - Sidewalks around town areas
- Water Resources/Septic disposal (2)
- Aging population (support)/Youth migration out of area (2)
- Lack of public transportation (2)
- Unappealing commercial areas (2)
 - Limited shopping – Aging infrastructure
- Lack of employment opportunities (1)
- Climate change vulnerability (1)
- I-95 Traffic/Backups – RTE 156/Boston Post Road (0)
- Restrictive zoning (0)

Old Lyme – SWOT Event – September 21, 2019

WEAKNESSES

Group #1

* = Top Ten

- I-95 traffic and noise within one mile*
- Location – far from New York City and Boston
- Limited Public Transit
 - Seniors/ Non-drivers
- Connectivity between Business areas*
 - Can't get safely from Shopping to Dunkin
 - Few places to sit/talk
- Hard to get across the street*
 - BPR/Rt. 1 and Rt. 156/Halls Road
- No Town Center*
 - Limited
- No Urgent Care facility in Town
- Cost of doing business*
- People/Visitors don't know what's here/Where to go*
- Lack of affordable/downsizing housing
- Aging population/Does housing stock support them*
- Lack of younger volunteerism
- Demographics – Aging*
- Hasn't been focus on marketing ourselves as a Town*
- Scale of Town – small/7500 people
- Limited diversity
- Limited infrastructure*

Old Lyme – SWOT Event – September 21, 2019

WEAKNESSES

Group #2

* = Top Ten

- Not retaining young adults/retirees*
- Lack of opportunities/reasons to move here/stay in Old Lyme
- Lack of housing diversity*
- Hurdles/barriers to business growth*
- Lack of support for beach areas and Division*
- Lack of public amenities in beach area
- Lack of pedestrian/outdoor recreation infrastructure*
- Lack of Town Center*
- Division between Seasonal and Full-time residents
- Unclear vision for areas of Town*
- Multiple “hidden gems”
- Lack of support for students who aren’t college bound*
- Lack of diverse population
- I-95 congestion*
- Inconsistent communication between Town and residents and between Town Committees*
- Time of meetings

Old Lyme – SWOT Event – September 21, 2019**WEAKNESSES**

- Lack of utility infrastructure (7)
- Lack of Housing diversity (7)
- Lack of pedestrian/outdoor recreation infrastructure (6)
- Lack of cohesive plan for key business areas (beaches/Halls Road) (4)
- Divide between seasonal and full-time residents (4)
- Lack of communication between Town and Residents (3)
- Small customer base for businesses (2)
- Difficulty retaining young/older adults (2)
- No Town Center (2)
- I-95 traffic (0)
- High business costs (0)
- Lack of demographic diversity (0)
- Lack of public transit (0)
- No urgent care facility (0)
- Lack if support for non-college bound students (0)
- Lack of young adult volunteerism (0)
- Weak Marketing efforts (0)